

[illegible]

Criterion Two continued

	1	2	3	4	5	6	7	8	9	10
6. Leaders communicate to public and govt. on behalf of members.									x	
7. Leaders adapt to change and are committed to progress.							x			

Score : 52/70 (good)

The leadership reflects consensus and trust, and is perceived as a shared function.
Members have frequent opportunities to voice opinions and receive regular information through the newsletter of what's going on.

A major area for improvement is in identifying and developing new leaders. The six or so committees currently active, and the Management Board, are good places to begin this process.

Criterion Three : GOVERNANCE

Purpose : Is the governance organized to provide democratic, representative, and effective guidance to the policies and direction of the association?

	1	2	3	4	5	6	7	8	9	10
1. Representative, rotating officers and board.	x									
2. Duties are clearly defined.			x							
3. Governing body meets regularly, monitors operations.								x		
4. Agendas distributed, minutes sent promptly.								x		
5. Membership informed of Presidency actions.								x		
6. Appropriate legal, financial advisors.							x			
7. A thorough orientation is conducted for new officers.	x									

Score 42/70 (moderate)

The governing body meets regularly, duties are generally defined by bylaws, and the membership is informed of governance actions by the newsletter. The association has a legal advisor but no financial advisor but does submit to the annual audit report required by law. Also, the governance structure well represents the geographic and interest stakeholders in the membership.

Major areas for improvement:

- 1. The addition to the bylaws of term limits for the President and Presidency.**
- 2. The addition of policies which more complete describe the duties and accountability of the President and Presidency.**
- 3. The implementation of a thorough orientation for new members of the Presidency and Management Board.**

Purpose : Does the association have documented evidence indicating an effective structure and adequate documentation?

It is recognized that as an association a little over two years old, the Croatian Exporters are refining the structure as a gradual process. Member communications are good and structure follows the bylaws.

As previously noted, the expansion of job descriptions for the President and Presidency, and the orientation of new officers. The inclusion of an Organizational Chart reflecting functional relationship can and should be done as part of organizational documentation.

Purpose : The association resource has developed its activities and structure to effectively deliver programs, services, and activities.

	1	2	3	4	5	6	7	8	9	10
1. The association has an annual plan of action with clear program priorities.								X		
2. The annual plan considers resources and staff to implement program plans.				X						
3. Committees and staff actively offer ideas.							X			
4. Officers plan and approve programs, staff is responsible for implementation.									X	
5. Appropriate responsibility and authority are defined.								X		
6. The association involves members through surveys and committee input.										X
7. The association adequately markets its programs.				X						
8. The association utilizes its volunteers effectively.					X					
Score : 53/80 (moderate)										

Criterion Five continued

While the association reflects some strong elements in the assessment of this criterion, there is a concern that education and training programs offer a significant opportunity for expansion in services to members, in income to the association, and building of the staff resource.

The annual plan and strategic plan must consider resources and staff as critical to implementation of such plans.

The association utilizes its volunteers well when project based but can expand other opportunities to assist the association, particularly in view of the small staff.

It is strongly recommended that the association explore opportunities for member service through training and education activities. One of these can be a jointly sponsored training for AMC (management consultants) and CE members in high interest issues in exports.

All associations hold the right, and have the obligation, for the continuous education to improve member knowledge and skills.

Note: DAI staff will be in contact to offer program opportunities that I urge you to consider.

Criterion Six : ASSOCIATION STAFF

Purpose : To evaluate the structure, operation, and adequacy of the staff according to the mission and opportunities of the association.

	1	2	3	4	5	6	7	8	9	10
1. Staff Organization Chart and structure are defined.	x									
2. Staff job descriptions fully define responsibility and authority of staff.									x	
3. Size and experience are adequate.					x					
4. Salaries and benefits are adequate.								x		
5. Personnel policies are fair and consistent.									x	
6. Annual evaluation of staff is fair and consistent.									x	
7. Procedures manuals are well maintained.		x								
8. Staff are trained and cross-trained.									x	

Score 52/80 (moderate)

The existing staff of two persons are well qualified but marginal in size when compared to the potential, for example, in education and training programs. **It is strongly recommended that as education and training is expanded, staff adequate to serve these and other activities be added as a necessity. The Evaluator was impressed by the ability of the Secretary-General to manage an expanded staff resource and activities.**

Criterion Seven : ASSOCIATION FINANCES

Purpose : Does a sound Business Plan, linked to the Strategic Plan, assure effective, sustainable services into the future? Do policies and controls assure financial integrity?

	1	2	3	4	5	6	7	8	9	10
1. Three-year financial planning is linked to the strategic plan and sustainable.		x								
2. Dues and fees are regularly reviewed.		x								
3. International accounting standards are followed.										x
4. The Presidency approves the annual budget?										x
5. The budget is used to evaluate financial performance and adjusted as needed.									x	
6. The Presidency and members receive regular reports.									x	
7. There is evidence of prudent controls, an Annual Audit is conducted, and reports filed.									x	
8. Planning includes creation of adequate reserves.		x								

Score: 54/80

Again, considering that the association is relatively new, it is important that financial planning follow strategic planning from a one-year to a three-year cycle. A review of dues indicate a well-structured, substantial dues **at current levels of service**. It recommended that the dues structure be routinely reviewed every three years.

A major concern is that 90 to 95 percent of association revenues come from dues. The evaluator would hope that strategic planning – and a considerable expansion of education, training, and special projects – see a shift in the next three years to at least half of the overall association income derived from sources other than dues.

One idea discussed with the Secretary-General was the participation of vendor – sponsors. It is legitimate for the association to create a special category for sponsors who may not vote or hold office. Such sponsors would pay a significantly higher dues, but would also be the only vendors allowed to have, for example, table top displays at selected association meetings.

Criterion Eight : MEMBERSHIP DEVELOPMENT

Purpose : Is membership administration well-organized and is membership development effective and producing results?

	1	2	3	4	5	6	7	8	9	10
1. Are member records accurate and adequate?							x			
2. Does the association have a realistic idea of potential?							x			
3. Is there an effective membership development?						x				
4. Membership application is effective.									x	
5. There is an active program to retain members.			x							
6. Member satisfaction is documented.							x			

Criterion Eight continued

	1	2	3	4	5	6	7	8	9	10
7.Applications are promptly handled.								x		
8. The benefits of membership are effectively communicated to existing and potential members.								x		

Score : 61/80 (good)

Of 800 current members, about half has completed the CE data base which defines which export products and which countries members are interested in. A potential membership for CE is estimated at 1.500.

Membership promotion appears effective **but a planned effort to retain members, particularly from non-payment of dues, is strongly recommended as the association matures.** It was suggested by the Evaluator that non-payers be sent a second dues billing after one year outside the group. One-third of non-payers are likely to renew without any special solicitation.

Criterion Nine : COMMUNICATIONS

Purpose : Do communications reflect the professional image of the association, meet the needs of the members, and are included in strategic planning?

	1	2	3	4	5	6	7	8	9	10
1. Communications are a part of strategic planning.					x					
2. Communications respond to member interest.								x		
3. Responsible staff monitors new applications and offers recommendations.								x		
4. The association communicates frequently and fully.							x			
5. Planning anticipates changes in technology.					x					
6. A Public Relations Plan exists.									x	
7. A Crisis Management Plan exists.								x		
8. The association logo reflects a modern image.									x	

Score : 65/80 (very good)

Communications, including the web site, newsletter, and public relations are a strength of the Croatian Exporters. **The Evaluator recommends that Crisis Management, which works well, be documented in more detail.**

Criterion Ten : INFORMATION TECHNOLOGY

Purpose : Has the association, given its size, utilized information management for maximum effectiveness?

[illegible]

Score : 70/80 (Very good)

The association's decision to outsource IT operations is a wise decision for most small associations. Evidence indicates the staff monitors applications and that procurement of the external resource was based on objective considerations. The Web Site is pass-word protected and well utilized for different forms of member communications. Well done.

If not being done, the evaluator suggests utilizing the web site to promote member networking and consider a “chat room” for that purpose.

Criterion Eleven : PUBLIC POLICY ADVOCACY

Purpose : Does the association leadership identify issues related to its members, develop public policy positions, and conduct programs for advocacy of these positions?

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Criterion Eleven continued

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|--|---|
| 7. There is evidence that the association's public policy advocacy is effective. | X |
| 8. The association has been effective in forming coalitions with other associations. | X |

Score : 65/80 (good)

The association has a strong public policy advocacy program. A recent success with quotas for sugar exports was supported by the cooperative efforts of CE with the Export Bank, Croatian National Bank, Croatian Employers Association, and Chamber of Commerce. The President and Secretary-General appear to work well as the key team representing the CE. **An area for improvement is documentation giving clear, written procedures for developing public policy.**

Criterion Twelve : SELF-REGULATION

Purpose : Does the association promote international standards, supported by a Code of Ethics and Certification?

- | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|--|---|---|---|---|---|---|---|---|---|----|
| 1. The association has developed standards that conform to international standards. | | | | | X | | | | | |
| 2. Analysis and research for standards are supported by adequate documentation. | | | | | X | | | | | |
| 3. A Code of Ethics has been adopted. | | | | | | | | | | X |
| 4. A Certification program has been adopted. | | | | | | | | | | X |
| 5. The association keeps the principles of transparency, accountability and high professionalism. | | | | | | | | | | X |
| 6. Self-regulation never creates an unfair advantage. | | | | | | | | | | X |
| 7. The intent of self-regulation has been thoroughly explained and discussed with members. | | | | | | | | | | X |
| 8. Programs for self-regulation are regularly communicated to lawmakers and government regulators. | | | | | | | | | | X |

Score : 41/80 (can be improved)

The association is necessarily engaged in dealing with standards – not of its making – in successfully promoting Croatian exports. **It is strongly recommended that a Code of Ethics (or Code of Conduct) be developed and adopted. Not only will a code establish minimum standards of behavior for members but also promote the profession and business of exporting to government and the general public.**

Further, since exporting reflects a specific body of knowledge, the first requisite for creating a certification program has been satisfied. The suggestion that an academic offering be given for training exporters is an idea of merit.

Summary and Conclusion

The Croatian Exporters are to be commended, in little more than two years since inception, of have a healthy membership, staff, and several successful activities. It is strongly advised, however, to expand its program offerings with seminars and training related to the priorities of CE members. The unusually strong reliance on dues can be shifted to a more balanced financial position. More program and project success will also naturally increase the small staff resource – and again multiply service opportunities to CE members.